

Harnessing the Waves of Leadership to Cultivate a Supportive Team Environment

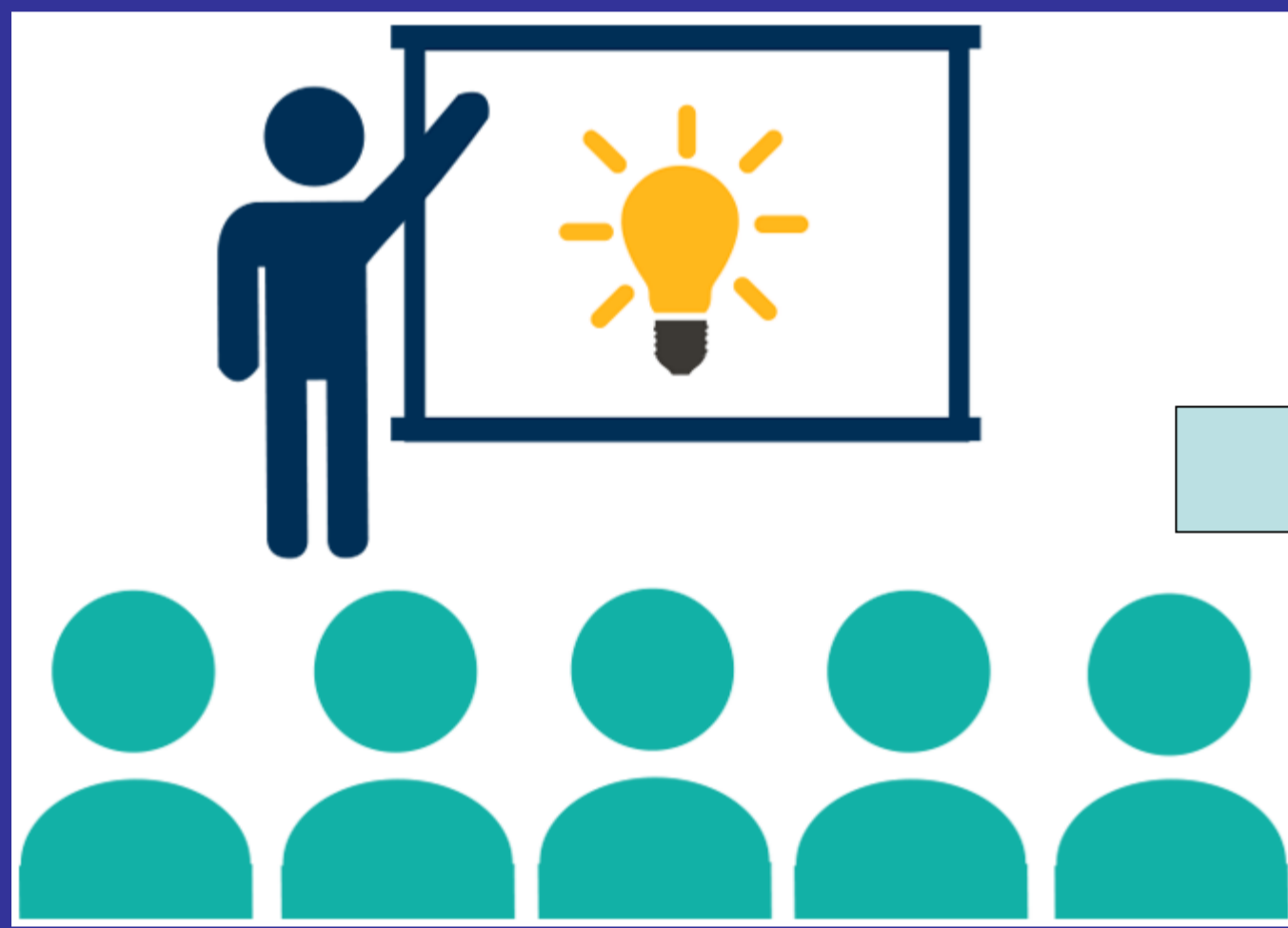
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Background

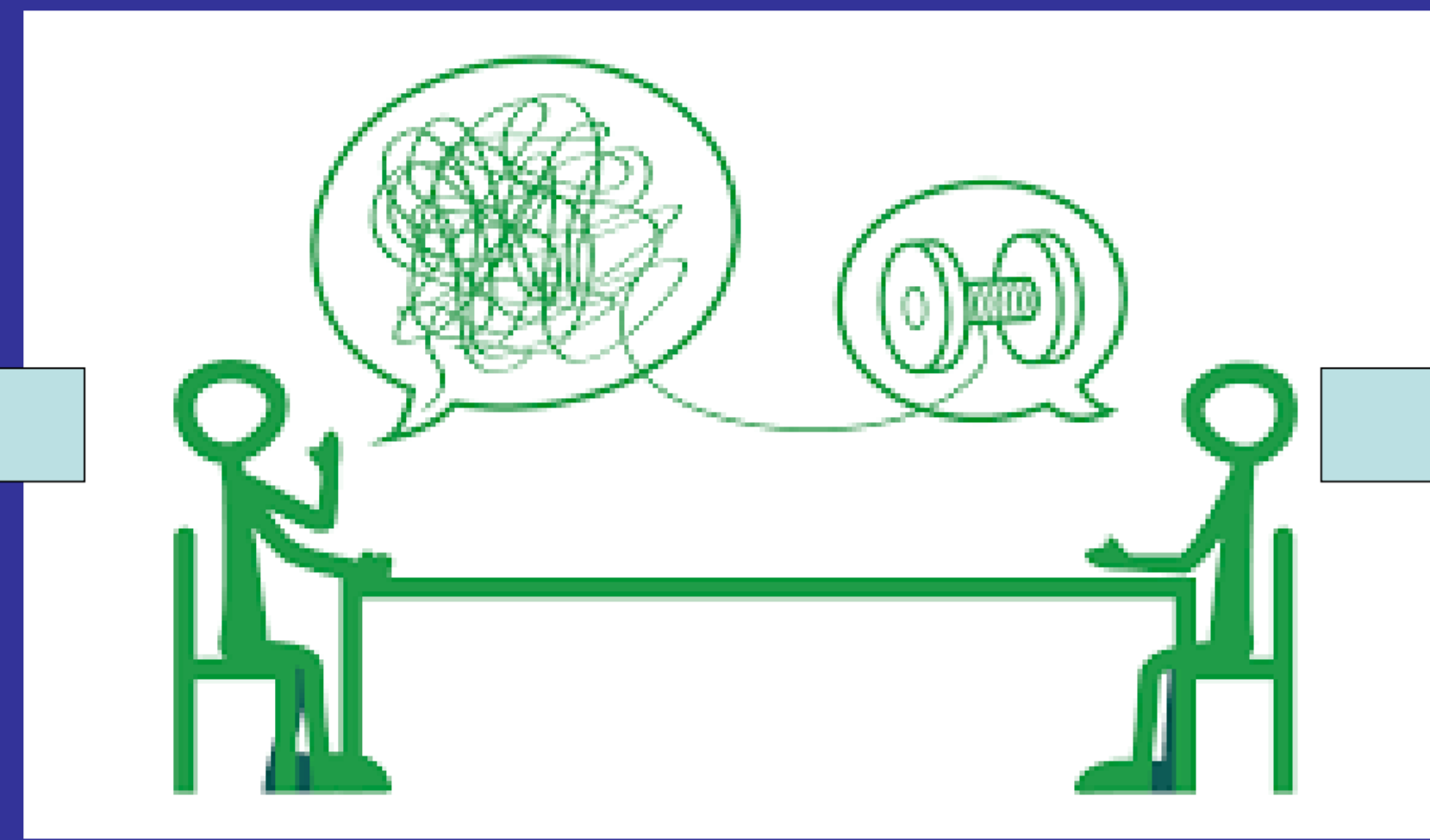
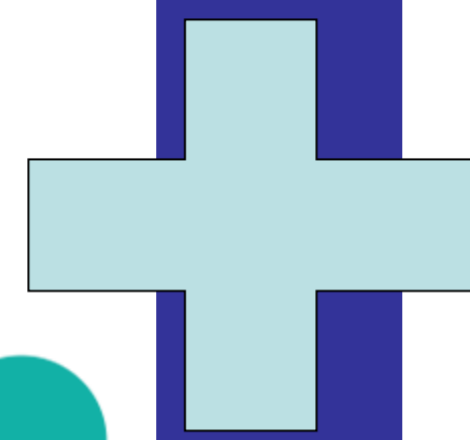


- Senior pharmacists are frequently called upon to support and guide junior staff often without adequate training. Without formal and consistent training staff supervision can be ineffective and inconsistent. A flat organisational structure with all pharmacists reporting directly to the Deputy Director causes significant barriers to targeted and timely support of staff.
- The proposed solution was to restructure pharmacy into teams and provide uniform training for all senior pharmacists moving into team leader positions in order to better support their team members.

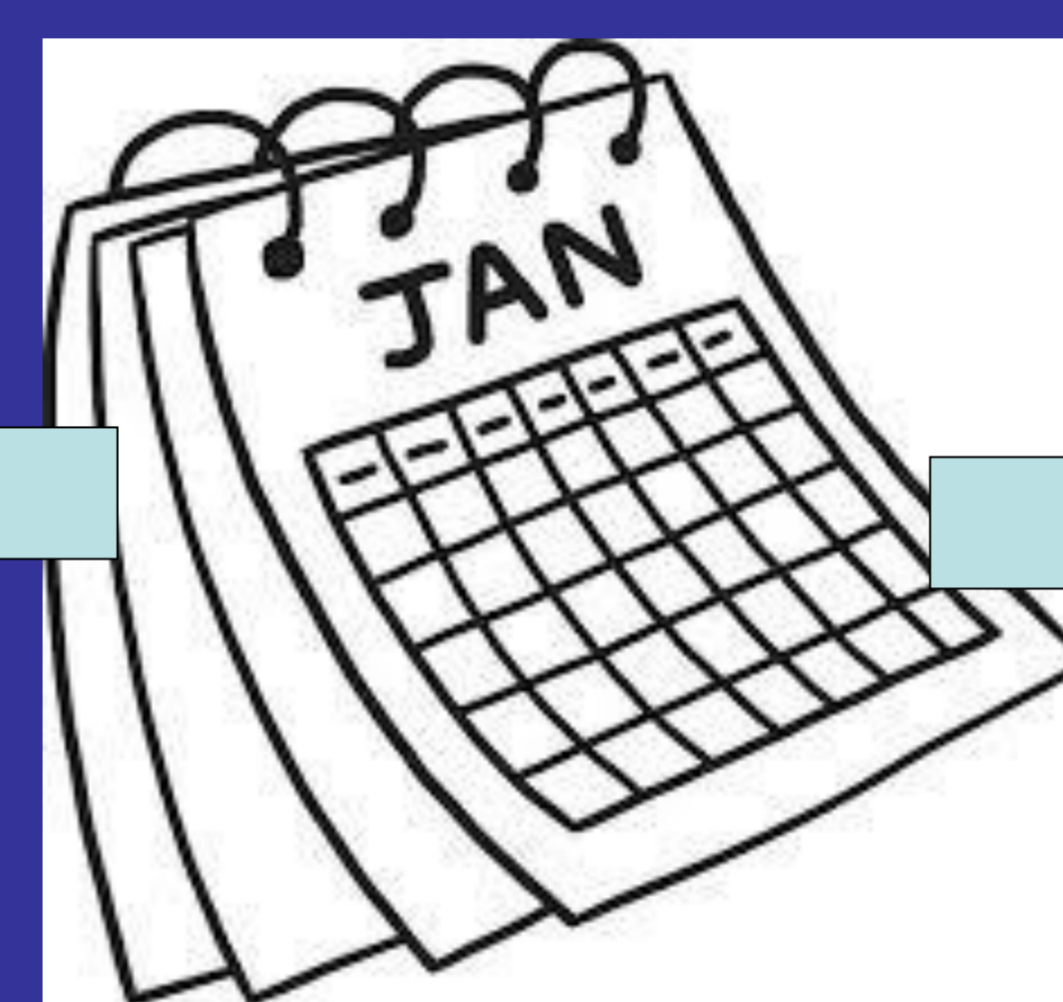
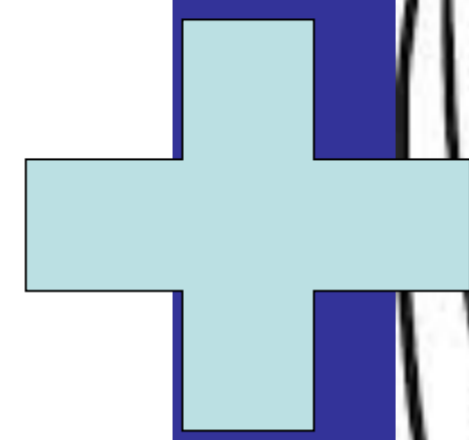
Action



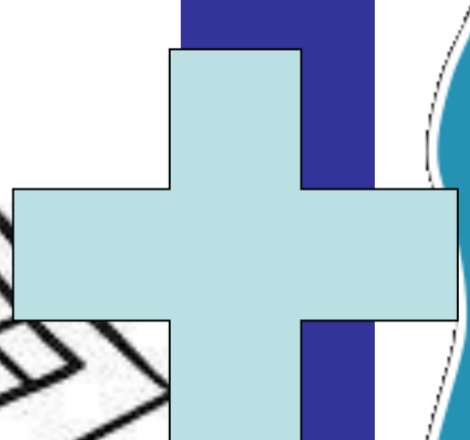
Formal Leadership Training



One-on-one Coaching



Team Meeting Schedule



Small Teams

Evaluation

100% Team members feel better supported

100% Team members report greater job satisfaction

Advantages are "direction and feedback", "clear point of contact", "advocacy"

50% Team members reported no further improvement needed

Implications



- This restructure highlights the impact appropriate training and education of team leaders can have on the positive development and support of team members. Whilst senior pharmacy clinicians may struggle to balance their own professional development with provision of clinical care and patient-facing activities it is important to value the impact they can have on junior staff and the ripple effect this has on patient-care.